

Scope of Work for Hiring a Public Relations Firm For USAID/Montenegro's 2013 Closeout Book, Brochure, Videos, Display Panels, Media Briefing & Closeout Reception

Introduction:

The U.S. Agency for International Development/Serbia and Montenegro (USAID) is seeking the services of a public relations (PR) firm to assist in the design, coordination and creation of a book, display panels for receptions, videos, a media briefing, and a reception for 250 people to mark the closing of USAID's offices in Podgorica following more than a decade of assistance to the people of Montenegro.

The PR firm, which will working primarily with USAID's Senior Development Outreach Communications Specialist (SDOCS) in Belgrade, must have offices in Belgrade and Podgorica, or can source support staff in Belgrade and Podgorica, so it can work with USAID's staff in Serbia and Montenegro.

The PR firm will assist USAID in the conceptualization, planning, organization and management for delivery in ~May/June 2013:

- a) a commemorative 36-page, full-color book* in English and Montenegrin that will have a print run of 500 to 1,000 copies (To Be Determined; TBD), be posted on USAID's websites, and copied to 50 thumb drives that will be packaged in commemorative gift boxes;
*36-page book (TBD). See item 2.4 in Details Regarding Deliverables. Book may be 48 pages if one half is in Montenegrin and the other half (flip side) is in English.
- b) a series of 10 panels adapted from the book for receptions and depicting USAID's assistance in Montenegro since 2001, each made of board or vinyl or another material with backing and measuring ~1.2 meters x ~1.8 meters;
- c) four short (~1-3 minute) videos and a compilation of those works into a longer ~15-minute video, each with separate Montenegrin and English soundtracks, that will be burned on 100-150 DVDs (TBD), posted on YouTube, Facebook, and – through the PR firm – broadcast on national TV;
- d) a full-color, tri-fold A4 retrospective brochure – one side Montenegrin, one side English – with a print run of 2,500 copies reviewing USAID's accomplishments from inception to closeout;
- e) a media briefing for 30 people over lunch in Podgorica or the surrounding area, and
- f) a closeout reception for 250 people in Podgorica, Cetinje or the surrounding area.

The purpose of the publications, display panels, videos and events is to raise the public's awareness and celebrate the successful completion of USAID's development work in Montenegro as it moves toward European Union accession.

Background:

The United States Government (USG) has provided more than \$283.4 million in foreign assistance to Montenegro from 2001 through to present day. More than 86 percent – \$244.09 million from 2001-2011 – has been from USAID.

USG assistance has helped Montenegro attain macroeconomic stability; restructure the banking sector; accomplish significant privatization; and strengthen market infrastructure.

In addition, USG assistance has assisted Montenegrin local governments become more responsive to their citizenry; costal municipalities to attract investments by becoming more business and environmentally friendly; the general public and civil society to become involved in economic and democratic reforms; national policymaking to become more streamlined and transparent; and the private sector to become stronger and more competitive.

USAID continues to help Montenegro consolidate its democratic institutions, expand its economic base, and integrate as rapidly as possible into the Euro-Atlantic community.

USAID currently oversees three primary programs in Montenegro:

1. The USAID Economic Growth Project, which works primarily in northern Montenegro to create a better business policy environment, improve local government services to businesses, develop microenterprises, and raise attention about the natural resources that bring tourists to Montenegro;
2. The USAID Good Governance Activity, which works throughout the country to help the Montenegrin government be more transparent and accountable, and Montenegrin citizens and civic organizations to provide oversight to improve governance and reduce corruption; and
3. The USAID/ORT Persons with Disabilities Initiative, which is benefitting 430 disabled persons in four municipalities – Herceg Novi, Pljevlja, Podgorica and Niksic – by providing physical and psychological therapy, healthcare services, legal services, education, etc.

Nearly two dozen programs have been completed since USAID's programs were launched in 2001.

USAID will contract a PR firm to produce videos, displays and a book highlighting its successes. USAID, through the PR firm, will post the book on its website and a new USAID Montenegro closeout website. The book will also be saved on thumb drives that will be packaged in commemorative gift boxes. The PR firm will ensure the videos are broadcast as public service announcements (PSAs) on national TV.

USAID, through the PR firm, will stage a media briefing and a closeout reception to enhance the public's recognition of USAID's contributions to Montenegro's development.

Objectives of USAID/Montenegro closeout activities:

- Increase understanding of, and support for, USAID activities in Montenegro.
- Create awareness about how USAID has benefitted Montenegro through its projects and its accomplishments, and how Montenegro's successes have assured its graduation from USAID's assistance.
- Inform the Montenegrin public how Americans and Montenegrins have worked in partnership to address Montenegrin priorities.

- Generate a positive image and increased visibility of USAID and demystify U.S. foreign assistance goals.
- Ensure political and community support for USAID and the USG's efforts as USAID closes its.

Our message is:

The American people, through USAID, have worked in partnership with the citizens of Montenegro to build prosperity and a better quality of life for all Montenegrins and to ensure that Montenegro's policies, institutions, economy, and democratic mechanisms are in place for the country to join the European Union.

USAID's input to the public relations company will include:

1. A brief about USAID/Montenegro and its current projects/activities and their impact for the PR firm to produce deliverables;
2. Briefs or final reports of past projects/activities for the PR firm to produce deliverables;
3. USAID/Montenegro's Assistance Highlights;
4. Limited archival photos/images related to USAID assistance programs (additional research will be necessary);
5. USAID's Events and Protocol Manual, including branding guidelines;
6. USAID-branded promotional items including pens and/or zippered portfolios (paid and provided by USAID), as well as background materials about USAID, such as the USAID/Montenegro 50/10 bulletin.
 - a. USAID-branded pens and/or zippered portfolios, along with press releases on paper and/or thumb drives – along with the USAID/Montenegro commemorative book and the USAID video DVD – will be included in a gift bag that will be given to reporters as they leave the USAID/Montenegro pre-reception media briefing.
 - b. Guests attending the closeout reception will possibly receive the USAID/Montenegro commemorative book when they leave the event. (TBD)

Deliverables:

The public relations firm selected for the Montenegro closeout project will:

1. Formulate a creative concept for the campaign;
2. Produce and publish a 36-page (TBD) bilingual (English/Montenegrin) closeout book for print, the book's web posting (Section 508 of the U.S. Rehabilitation Act compliant), and 50 thumb drives and commemorative gift boxes;
3. A 10-panel USAID/Montenegro display in English and Montenegrin, drawn partly from the book, for receptions and display in American Corners. The display will depict USAID's assistance in Montenegro over the past decade. Each poster will be made of board or vinyl with backing, or another material suggested by the PR firm, and measuring ~1.2 meters x ~1.8 meters;
4. A full-color, tri-fold A4 retrospective brochure – one side Montenegrin, one side English – reviewing USAID's accomplishments from inception to closeout. The brochure will be for distribution at USAID events, from the U.S. Embassy, American Corners, etc.;

5. Produce of two identical sets of videos in English and Montenegrin: Four short (1-3 minute) videos and one compilation video (15 minutes) about USAID's activities in Montenegro that will be distributed on DVDs;
6. Plan and execute a media briefing and lunch to review USAID's accomplishments in Montenegro. USAID personnel will attend the lunch for interviews;
7. Plan and executive a closeout event for 250 people, mostly government officials, implementing partners and beneficiaries.

The PR firm shall work in closely with USAID to make each event is memorable and that it runs as planned. The firm shall be responsible for managing all subcontracts involved in event preparation, including the delivery of goods and the assurance that items meet or exceed the requested standards. Events will emphasize enduring legacies, sustainable results, and continued reform after USAID leaves Montenegro.

Details regarding deliverables

1. **Creative concept for the campaign**, including a closeout logo, backdrops, rollups, etc. in accordance with USAID branding standards.
2. **Production of a 36-page* bilingual (English and Montenegrin) book.**
Tentative title: "USAID in Montenegro: 2001 to 2013" // Tentative subtitle: "Partnership and Progress"
This book will possibly include letters from high-ranking U.S. and Montenegrin government officials, introductions by the U.S. Ambassador and USAID's Mission Director, a list of USAID program priorities in Montenegro since 2001, sections on current activities – including the Economic Growth Project, the Good Governance Activity, and the USAID/ORT Persons with Disabilities Initiative II – sections on previous projects, and possibly interviews or passages written by former USAID/Montenegro Officers in Charge and/or Chiefs of Parties from early projects. An appendix to this document will list the projects at closeout and their locations.

Production of this book will entail:

- 2.1 Research, copywriting and translation
- 2.2 Photo shooting and archive photo selection for the book (see addendum)
- 2.3 Photo cropping and editing
- 2.4 Design and layout of the book; either with English and Montenegrin on each page; or one half in English and, when flipped over, one half in Montenegrin with covers (one in English and one in Montenegrin) on each side.
*If the book is flipped over, rather than have English and Montenegrin on each page, then it will be 48 pages rather than 36 pages.
- 2.5 Prepress processes including markup, proofing, proofreading, screening, imposition, plate making, etc.
- 2.6 Printing and production (TBD: PR firm's input required. Tentative specifications below)

Format:	~24 x ~16 cm bound so book has a horizontal format
Volume:	Cover + undercover + 18 sheets/36 pages or 24 sheets/48 pages (See * in 2.4)
Production run:	a) 500 books b) 750 books

- c) 1,000 books
 TBD: Need prices for 36/48 pages in 500, 750 and 1,000-book press runs (See * in 2.4)
- Paper: Cover: Hard cover / laminated CSD on cardboard
 Undercover: CSD matte, USAID logo (digital)
 Pages: ~100-g/m²** CSD matte; recycled paper if possible
 **tentative specification since EU & US systems differ
- Print: Cover: Full color; digital
 Pages: Full color; digital
- Binding: Perfect bound or metal spiral
- Finishing: Matte plasticization of cover
- Packaging: 50 copies/package or box
- 2.7 Delivery to a local US Embassy or warehouse by ~May 17, 2013 (TBD)
- 2.8 Production of bilingual PDF/electronic version of the book for posting on the Web by ~May 24, 2013 (TBD)
- 2.9 The production of 50 thumb drives and 50 USAID/Montenegro-branded gift boxes for their distribution by ~May 24, 2013 (TBD)

3. Production of a 10-panel USAID/Montenegro display – with content partly drawn from the book – for the Ambassador’s Fourth of July reception, the media briefing and the closeout reception.

- 3.1 The public relations firm, working with USAID, will conceptualize and design a series of 10 panels depicting USAID’s assistance in Montenegro since 2001
- 3.2 The panels, measuring approximately 1.2 meters x 1.8 meters, will be made of board, vinyl, cloth or another material with backing so the panels are easily transportable yet rigid when they are erected
- 3.3 Completion of the panels for USAID approval by ~May 17, 2013; delivery to US Embassy/Podgorica by ~May 24, 2014 (Dates TBD based on the dates of USAID’s events)
- 3.4 The panels will all be properly branded with the USAID logo and meet USAID’s Graphics Standards Manual and ADS 320 requirements

4. Production of a full-color, tri-fold A4 retrospective brochure – one side Montenegrin, one side English – reviewing USAID’s accomplishments from inception to closeout.

Production of this brochure will entail:

- 4.1 Adaptation from USAID fact sheets and commemorative book
- 4.2 Copywriting and translation
- 4.3 Photo selection from the book
- 4.4 Photo cropping and editing
- 4.5 Design and layout of the brochure; one side in Montenegrin and the other in English
- 4.6 Prepress processes including markup, proofing, proofreading, screening, imposition, plate making, etc.
- 4.7 Printing and production (TBD: PR firm’s input required. Tentative specifications below)
- Format: A4 tri-fold
- Production run: 2,500 brochures
- Paper: ~80- or 100-g/m²** gloss or matte text
 **tentative specification since EU & US systems differ

Print: Full color; digital
Packaging: 500 copies/package or box

4.8 Delivery to a local US Embassy or warehouse by ~May 17, 2013 (TBD)

4.9 Production of bilingual PDF/electronic version of the brochure for posting on the Web by ~May 24, 2013 (TBD)

5. Production of two identical sets of videos, one in English and one in Montenegrin, for posting on YouTube, Facebook, the USAID and US Embassy websites, and for broadcast on local/national TV stations. Each set will be comprised of four short (1-3 min.) videos plus one 15-min. compilation video with additional (outtake) material.

5.1 Research and screenwriting (four short videos: three current programs + past programs; compilation video highlights present and past programs/successes)

5.2 Shooting on location in Montenegro using HD technology (see addendum)

5.3 Editing

5.4 Voice-over recording in English for one set of videos and Montenegrin for one set

5.5 Music (archival, not original compositions)

5.6 Ensuring that the videos are 508 Compliant (Section 508 of the U.S. Rehabilitation Act) and USAID branding compliant (per the Graphics Standards Manual and ADS 320)

5.7 DVD front and back cover design & four-color digital printing

5.8 Production of DVDs w/ printing on DVDs & packaging in standard plastic jewel cases by May 24, 2013

5.9 Production run: a) 100 DVDs

b) 150 DVDs

Need prices for burning & packaging 100 or 150 DVDs

5.10 Arranging for multiple broadcasts of the videos as Public Service Announcements on national and local TV in Montenegro beginning about one month before the closeout event. As part of the bid, the PR firm is expected to detail its media plan RE: the airing of the USAID videos, an intrinsic part of the closeout

6. Media Briefing over lunch for ~30 people (25 representatives from leading media outlets and five USAID staffers) ~five days before the closeout reception. Date to be determined, but most likely in June or July 2013. The brunch will be for USAID's key media contacts to brief them about USAID's role in Montenegro since 2001 and to prime them for coverage of the closeout reception.

6.1 The media sit-down lunch/brunch will be held at an upscale Podgorica-area restaurant; venue to be proposed and paid for by the PR firm as one of the subcontracts involved in event preparation

6.2 The PR firm will design the invitations and deliver them electronically to selected media. The PR firm will follow up with invitees and compile the RSVPs

6.3 The PR firm will design and pay for at least two roll-ups (depending on venue and closeout event venue) and a backdrop for broadcast interviews, and will arrange delivery to the event and removal and storage after the event. The roll-ups and backdrop will be delivered to the USAID/Montenegro ~five days after the final closeout event (either the Ambassador's Fourth of July party or the USAID reception for 250 people; dates TBD)

- 6.4 The lunch/brunch, paid for by the PR firm, will include non-alcoholic beverages and a meal served after brief presentations by USAID personnel who will sit and eat with the media during the lunch
 - 6.5 The 10 panels produced by the PR firm will be displayed at the media briefing and also at the Embassy's Fourth of July celebration and USAID's closeout event
 - 6.6 Gift bags with the USAID DVD, USAID coffee mugs, paper and thumb drive press kits, USAID pens and notebooks will be distributed at the event. These items will be paid for by USAID. The 30 gift bags (and at least 250 for the closeout party; TBD) will be purchased by the PR firm as one of the subcontracts involved in event preparation
 - 6.7 The PR firm will work with USAID's Development, Outreach & Communications team to prepare a press kit; distribute media advisories and press releases; organize and run a registration desk; set aside a media corner for interviews; and other media-related functions
- 7. USAID/Montenegro Closeout Event for ~250 guests (including government figures, beneficiaries and contractors). The exact time and date will be determined by the US Embassy/Podgorica and USAID, in conjunction with the PR firm, but it will likely be June 2013. The PR firm will plan and orchestrate a ceremony in Podgorica, Cetinje or the surrounding area to attract national media coverage and high-level participation. All aspects of the event will be contracted and paid for by the PR firm as subcontracts involved in event preparation.**
- 7.1 The closeout event will be held at a Podgorica, Cetinje or surrounding-area restaurant or hall large enough to hold 250 people
 - 7.2 The PR firm will design the invitations to the closeout reception. The PR firm will arrange for the invitations' printing and delivery by mail and electronically to guests. USAID will provide the guest list. The PR firm will provide an RSVP e-mail address and compile a list of RSVPs
 - 7.3 The PR firm will design, produce and deliver a stage backdrop, decorations and additional USAID branded materials for the event. The PR firm will remove all materials after the event
 - 7.4 Roll-ups and the broadcast interview backdrop from the media event will be delivered to the closeout event and removed after the event. The PR firm will arrange for disposal
 - 7.5 The PR firm will hire a bilingual (Montenegrin, English) master of ceremonies (MC) for the event
 - 7.6 The PR firm will propose food that can be eaten by guests while standing. The cost should be estimated on a "cost per guest" basis, and only non-alcoholic beverages will be served. A "USAID/Montenegro" cake with fireworks/sparklers must be provided for a photo opportunity that will be part of the closeout event
 - 7.7 A band will be hired to provide contemporary background music. A cultural act (dance or music) could possibly be included. Both are subject to USAID approval
 - 7.8 The PR firm will arrange for the hall's or restaurant's setting so the majority of guests are standing. There will be small tables, covered with tablecloths, set in the center of the hall or restaurant and a stage area where the MC will stand and introduce VIPs who will make brief presentations. The band will be in this stage area
 - 7.9 The PR firm will brand and decorate the hall, ensuring that USAID logos meet Graphics Standards Manual and ADS 320 regulations

- 7.10 The PR firm will work with USAID's Development, Outreach & Communications team to prepare a press kit; distribute media advisories and press releases; organize and run a registration desk; set aside a media corner for interviews; and other media-related functions
- 7.11 A large screen or multiple TV monitors will be used to show the USAID/Montenegro videos and/or slide show during the event. The PR firm will contract the necessary A/V equipment and arrange for its operation
- 7.12 The 250 departing guests will possibly receive the USAID closeout book (paid for by USAID) in USAID gift bags or wrapped in USAID-branded paper purchased by the PR firm as one of the subcontracts involved in event preparation. If the decision is made to give the books as exit gifts, the bags or paper will be designed in collaboration with USAID's DOCS team to ensure they meet USAID branding and marking requirements. (An additional 50 bags will be purchased for the media reception and for post-event distribution of books for a total of 300 bags)
- 7.13 Any security measures at the reception will be coordinated with the U.S. Embassy's Regional Security Office (RSO) and the DOCS

8. Going green

- 8.1 Every attempt should be made to use environmentally sound practices and materials, including recycling, reusing items, and reducing waste.

Approvals:

The Public Relations firm selected for this contract will seek approval from USAID's DOCS unit before making any final determinations/decisions related to all required tasks. All deliverables will be assessed by USAID before being produced or printed. The primary point of contact will be Hal Lipper, Senior Development Outreach Communications Specialist. In his absence, Tim Donnay, the Program Coordination and Strategy Office Director, will provide approval. The DOCS/Program office will coordinate with USAID/Montenegro on approvals as necessary.

Requirements:

- The successful firm will have extensive experience in public relations and marketing campaigns for a Balkans/Montenegrin audience and extensive experience working with foreign nationals/multinational organizations/embassies/consulates
- The PR firm, which will be working primarily with USAID's Senior Development Outreach Communications Specialist (SDOCS) in Belgrade, will have offices in Belgrade and Podgorica, or can source support staff in those cities, so it can work with USAID's staff in Serbia and Montenegro
- The principle consultants dealing with USAID must be native Montenegrin/Serbian speakers and speak fluent English
- The successful firm will have demonstrated capability to come up with clear messages that resonate with Montenegrins and link USAID activities
- The successful firm will have knowledge of public opinion trends in Montenegro
- The successful firm will have demonstrated the ability to organize and orchestrate high-level events that will generate national/regional/local media coverage
- The successful firm will have demonstrated responsiveness to clients
- The successful firm will have a track record of working with international organizations/companies and of being responsive to their needs

- The successful firm will be flexible and able to meet the deadlines (TBD) that will be dictated by the dates that events are held

Selection Criteria:

- Methodology/Plan: Applicants shall propose an outline of how each event could be conducted, and demonstrate their ability to generate national and regional/local media coverage. 30%
- Deliverables: Applicants shall propose deliverables – including food, decorations, entertainment, gift bags, and green solutions – they will provide at each event. 25%
- Past Performance and Experience: Applicants shall submit and present a portfolio of their previous work in public outreach campaigns that demonstrates their professionalism and capacity to deliver high-quality products. 20%
- Personnel: Applicants shall propose their level of effort and availability of key personnel involved in the events/planning, clearly articulating their ability to organize/coordinate high-level events. 25%

Drafted: H Lipper, Senior Development Outreach Communications Specialist
 Cleared: TDonnay, Program Strategy and Coordination Office Director

Addendum

Locations of USAID/Montenegro Programs

USAID/Montenegro's three active projects operate throughout Montenegro. Fact sheets about each project are attached. The Public Relations firm will work with USAID/Montenegro and the implementing partners to determine the very best locations for photography and videography. Present and former contractors may be able to provide archival footage.

The following are suggested areas for filming to help plan budgets:

USAID Economic Growth Project

Work is in northern Montenegro. Areas of focus are Pljevlja, Berane, Bijelo Polje, Mojkovac, and Kolasin, although priority should be in areas where several components of the project are active.

Good Governance Activity

Work is throughout the country, but photography and filming can be concentrated at the courts in Podgorica and Cetinje and the business-licensing reform activities (one-stop shops) in Cetinje and Ulcinj.

USAID/ORT Persons With Disabilities Initiative

This project includes five sub-agreements. Filming and videography would concentrate on a print shop in Herceg Novi and a care center for disabled children in Pljevlja. Releases will have to be obtained from parents for the filming of disabled minors.

USAID Economic Growth Project

BACKGROUND

The USAID Economic Growth Project is a 33-month initiative designed to increase economic opportunity in northern Montenegro. Through activities in 13 northern municipalities, the Economic Growth Project is promoting private-sector development to strengthen the competitiveness of the tourism sector, increase the competitiveness of agriculture and agribusiness, and improve the business-enabling environment at the municipal level.

ACTIVITIES

The project provides assistance to micro, small and medium-sized enterprises, local tourist organizations, and business support service providers, as well as municipal governments to stimulate private sector growth. The project is:

- **Strengthening the competitiveness of the tourism sector**
It is promoting the north as a tourist destination by supporting innovative service providers, building the region's capacity to support tourism, assisting coordination with coastal tourism businesses, and expanding access to tourist information.
- **Improving the viability of agriculture and agribusiness**
It is restoring agriculture as a viable economic activity by supporting agricultural producers and processors from the north to capitalize on market trends and generate more income.
- **Bettering the business-enabling environment**
It is identifying barriers to doing business and assisting municipalities to execute plans to lower these obstacles by providing services and targeted investment.

RESULTS

- 248 businesses have received assistance from Economic Growth Project (EGP)-supported activities.
- Sales of items produced by EGP-supported small businesses have increased by 15.8 percent since the project began.
- Linkages have been established between 111 Northern firms, as well as between Northern firms and Central and Southern firms.
- 26 EGP-assisted companies invested in improved technologies, 29 improved management practices, and 31 farmers, processors, and other firms adopted new technologies or management practices.
- 812 individuals (including 205 women) have participated in workforce development programs.
- Four regulatory, administrative changes or simplifications were implemented by pilot municipalities, benefitting 120 businesses through new or improved municipal services.
- \$1.1 million in investment has been mobilized or facilitated as a result of EGP assistance.

Project implemented by:

CHF International

Key counterparts:

Ministry of Agriculture and Rural Development; Ministry of Tourism and Sustainable Development; Chamber of Commerce of Montenegro; Regional Development Agency for Bjelasica, Komovi & Prokletije, Natura, Capital Logistic and FORS Montenegro

Where we work:

Municipalities of Andrijevica, Berane, Bijelo Polje, Danilovgrad, Kolasin, Mojkovac, Niksic, Plav, Pljevlja, Pluzine, Rozaje, Savnik, and Zabljak

Project duration:

October 2010-June 2013

Contact:

13. jula bb

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Website: www.egp.me

August 2012



USAID Good Governance Activity

BACKGROUND

USAID's Good Governance Activity is a 33-month project designed to develop transparent, responsive government institutions and to strengthen civil society and the private sector as effective counterparts to those institutions.

ACTIVITIES

- **Improving business regulation and the business-enabling environment**
Establishing efficient, transparent business licensing and permitting practices to reduce costs and mitigate corruption.
- **Strengthening civil society oversight and anti-corruption efforts**
Providing increased oversight to build the public's trust in Montenegro's government and courts.
- **Improving judicial administration and transparency**
Introducing new processes so the justice system can work more efficiently and transparently.

RESULTS

- Procedures for the most common business licenses and permits issued in Montenegro have been inventoried, simplified and incorporated into an online e-Registry.
- Business registration is now an administrative procedure with the option of online registration.
- Business regulatory procedures in the municipality of Cetinje have been streamlined with new e-government services and a newly equipped One-Stop Customer Service Center. Similar efforts are underway in the municipality of Ulcinj.
- A system of Regulatory Impact Assessments (RIA) has been instituted for all new Government of Montenegro legislation. The Good Governance Activity has trained officials from all 16 ministries and produced a RIA manual for assessments.
- A Scorecard of Municipalities has been established, ranking the business friendliness of all Montenegrin municipalities.
- An Annual Corruption Survey has been created measuring corruption risks in the judicial and business sectors.
- Grants have been implemented supporting civil society organizations' oversight efforts in the Parliament, courts, Judicial Council, energy sector, and local administrations.
- A full Court Improvement Plan has been implemented in the Basic Court Podgorica, the country's largest court, with similar work commencing in Basic Court Ulcinj.
- Montenegro's Judicial Information System (PRIS) is being developed into an automated case-management system that will be functional in all courts.
- PRIS will be connected to the judicial web portal to make all court decisions public and provide court users with up-to-date information on their cases.

Project implemented by:

East-West Management Institute

Key counterparts:

Multi-ministerial Commission for Regulatory Reform and Improving the Business Environment (CRRIBE); Judicial Council of Montenegro; Municipalities of Cetinje and Ulcinj; Chamber of Commerce; Basic Courts in Podgorica and Ulcinj; and numerous NGO grantees

Where we work:

Podgorica, Cetinje, Ulcinj, Niksic, and courts throughout the country

Project duration:

October 2010-June 2013

Contact:

Maxim Building

Bul. Sv. P. Cetinjskog 96, 6th Floor

Podgorica 81000 Montenegro

Phone: +382-20 228-548

E-mail: staff@ewmi-dgm.org

Website: www.ewmi-ggam.org

August 2012



USAID Persons with Disabilities Initiative

BACKGROUND

USAID's Persons with Disabilities Initiative is a three-year initiative to build the capacity of Disabled People's Organizations (DPOs) to deliver more effective services to disabled people in Montenegro. Since its inception, the project has worked with seven organizations in four municipalities to deliver education, healthcare, legal, employment, and therapeutic services.

ACTIVITIES

The USAID Persons with Disabilities (PWD) Initiative is working to ensure:

- **Greater inclusion of PWD in economic and social life**
It is increasing employment opportunities for disabled people by improving the application Montenegro's 2008 Law on Rehabilitation and Employment of Persons with Disabilities and through the establishment of a Labor Exchange Database.
- **Improving service provisions to persons with disabilities**
It is supporting the provision of social services to PWDs in four Montenegrin municipalities by five municipal-based Disabled People's Organizations.
- **Building the capacity of Disabled People's Organizations**
It is providing training and technical assistance to its five DPO partners so they can deliver long-term service to the disabled and the businesses that employ them.

RESULTS

- The project has directly benefited over 600 disabled people and indirectly benefitted over 1,000 parents, daycare/education/health professionals who work with the disabled on a daily basis.
- Established a Labor Exchange Database that found 29 disabled people fulltime employment.
- Surveyed 261 Montenegrin companies and discussed Montenegro's new employment law with 4,543 business managers.
- Gathered and shared information about potential opportunities for PWDs.
- Trained 280 teachers in three municipalities how to teach Braille.
- Three of the five DPOs are seeking accreditation for their training or technical-assistance services.

Project implemented by:

ORT America

Key counterparts:

Association of Paraplegics of Montenegro, NGO "Koraci," Association of the Blind and Sight-Impaired of Niksic, NGO "Staze," New Chance in Herceg Novi, Association of Paraplegics of Pljevlja, Zracak Nade

Where we work:

Municipalities of Pljevlja, Niksic, Podgorica and Herceg Novi

Project duration:

March 2010-June 2013

Contact:

USAID/ORT Persons with Disabilities Initiative

P.O. Box 150

Podgorica 81000 Montenegro

Phone/Fax: +382-20 219197

E-mail: clairevukcevic@gmail.com

August 2012

Previous Programs and Funding Levels

Economic Policy Reform Program:

September 2000-September 2008, Funding – \$55 million

The economic reform program of Montenegro since 1998 had two main components, macroeconomic stabilization and market-oriented structural reforms. The adoption of the Euro in January 2002, as its official currency, has been crucial to economic stabilization. Fiscal reforms for improved revenue collection helped to keep the budget deficit to 3% of gross domestic product (GDP) since 2004, foreign trade has been significantly liberalized, and an estimated 90% of former publicly-owned capital assets were sold to private ownership by the end of 2008. There has also been increased participation in the economy by small and medium enterprises (SMEs). GDP growth has been positive and steadily increasing from 2000 to 2007, although slower, a slight increase was realized in 2008 but a negative growth of 5.3% was seen in 2009 as a result of the recent world-wide economic downturn. However, averaged out over the ten year period (2000-2009) the growth of the GDP for the sub-region has been between 7 and 8 percent in real terms.

As the recipient of a great deal of USG assistance in past years, Montenegro has created:

- Business-friendly investment climate that has led to sustained economic growth. The country established the lowest corporate tax rate in the region (9%), dramatically improved its tax policy, has tamed inflation, moved much closer to WTO membership, and successfully created a business-friendly environment which has produced the highest per capita rate of FDI in the region.
- Foreign direct investments (FDI) in 2006 reached \$680 million or four times more than in 2004. Per capita investments in 2006 reached amount of US\$1100 one of the highest in Europe. In 2007 FDI was on the level of US\$870 million and for investment per capita US\$ 1350. Investment in real estate in the given period doubled and represented 52 percent of the entire foreign investments.
- Over 3,000 firms with foreign ownership were registered and operating in Montenegro in the period 2005-2008. Foreign investors came from 60 countries, with no single country dominating investment. The most significant investments came from Norway, Austria, Russia, Slovenia, Hungary, Canada and Great Britain.
- Development of capital market in Montenegro was a natural continuation of the privatization process, especially mass voucher privatization (implemented in 2001). Legal and institutional framework for capital market was settled in a short period (2001-2003), starting with the implementation of the Law on Securities and establishment of Securities Commission. Montenegro has two stock exchanges, fifteen broker houses and two broker-dealer houses.
- Central Bank of Montenegro, established in 2001, is the monetary authority. Banking system is 100 % privately owned in Montenegro. There are 10 banks currently operating in Montenegro. Foreign banks entered the Montenegrin market,

competition increased, electronic banking was introduced, savings were increased and customer credits are allowed.

Judicial System Reform Program;

Jun 2000-March 2007, *Funding – \$7.9 million*

USAID assistance was aimed at laying the foundation for an independent, impartial, transparent judiciary that will guarantee the protection of rights of physical and legal entities. The structural changes required for such reform placed unprecedented demands on the entire judicial system and its comprehensive scope has made the challenge even greater. Two key objectives of the program were to support Montenegro's efforts to strengthen its judicial sector by supporting the legal reform process and to improve court operations necessary for fair and expeditious adjudication of cases and protection of citizens' rights.

Key programmatic accomplishments are:

- Establishment of new Appellate and Administrative courts resulted in a major reduction in the workload of the Supreme Court and decrease the time required for the Supreme Court to dispose of other cases while improving the processing (quality and quantity) of both appellate and administrative cases.
- Establishment of the new Administrative Office (including the IT Center) resulted in clear budget presentations reflecting true needs and positioned judiciary to assume greater responsibility for managing their financial, personnel, information, facility and training resources.
- Podgorica Commercial Court instituted efficient practices such as business license registration and case management systems. After training for postal service workers, service of process/delivery of notifications was 30% faster in the Kotor Basic Court. The postal service administration is now independently supporting service of process training for its employees.
- Court computerization in 13 basic courts and two commercial courts in conjunction with the new procedural rules, practices and skills training increased the number of cases resolved/year by average of 20%; reduced the average case age by 30%; and reduced backlogs in two pilot courts of Kotor and Cetinje by 50% on average.
- On-site training in modern court management and case administration resulted in civil case reversal rates lowered by 10%; and criminal cases by 5%.
- Improvement of public access, services and information resulted in better understanding by public and media of court operations and decisions, and increased availability of information on court operations to public and media by installation of plasma screens and publication of Administrative Court decisions.

WTO Project;

April 2004-December 2008, *Funding – \$1.5 million*

Trade liberalization and accession to the World Trade Organization (WTO) were of crucial importance for the economic growth and foreign direct investment in Montenegro. Adoption of WTO-required policies and procedures ensured a stable, investor-friendly environment which provided protection and level playing field sought by foreign investors. Accession to the WTO is expected to make a positive and lasting contribution to the process of economic reform and sustainable development in the Republic of Montenegro. A large part of Montenegro's trade is with the EU already today. The further mutual opening

of markets and abolishment of restrictions to market access for goods and services will benefit entrepreneurs on both sides and stimulate investments.

- EU and Montenegro sign bilateral WTO accession agreement - Brussels, 15 April 2008.
- The United States signed its bilateral market access agreements with Montenegro in January 2009.

Background: Montenegro was still part of the Federal Republic of Yugoslavia (FRY) when that country applied for accession to the WTO in 2001. The General Council established a Working Party to examine Montenegro's WTO accession application in February 2005. Its Memorandum on the Foreign Trade Regime was circulated in March 2005. Montenegro's first Working Party meeting was held in October 2005. The most recent Working Party meeting – its seventh, held in November 2008 – conducted the final substantive review of draft Working Party report and provided WTO Members with an opportunity to complete market access negotiations for goods and services. The final WP meetings to adopt WP report and Schedules were planned for later in 2009, after Montenegro completes its bilateral market access negotiations. General Council approval will follow.

**Political Party and Legislative Institution Strengthening Program;
May 2002-December 2010, [Funding – \\$5.8 million](#)**

USAID assisted Assembly and political parties in developing a more inclusive internal party decision-making process, increased dialog among party factions, and organizational reforms to strengthen the Assembly's position and improve its legislative capacity. A key part of the program effort was to increase public participation in the legislative process and to promote the principles of transparency and accountability in national policymaking.

These are some of the program highlights:

- New set of rules on organization of the Assembly's administration adopted in 2006;
- Political consensus, particularly on European integration issues has been strengthened due to progress in the work and functioning of the Assembly;
- Parliament adopted 124 laws in 2009, which is a 30% increase compared to 2007;
- Various committees now call Prime Minister, ministers and representatives of various state institutions to regular hearings;
- Improved political parties' organization, decision-making, and public outreach made them more representative and issue-based;
- Democratic Leadership School, co-managed with the Nansen Dialogue Center and established in 2004 still supports the development of young party leaders at the local level;
- Center for Democratic Transition (CDT) and the Association of Young Journalists (AYJ) are now well established and reputable organizations working on election- and media-monitoring;
- CDT staff provided election monitoring services and training in many neighboring countries and Europe;
- Highly popular parliamentary internship program - a program that has placed close to 100 students in caucuses and committees to provide legislative research and analysis to Committees and MPs- has been recently replicated and adopted by the executive branch and office of the President of Montenegro.

Private Sector Development;

September 2001-February 2006, *Funding – \$17 million*

The key objective of the support was to promote private sector development and enhance Montenegrin capacity for independent and high-quality policy analysis in areas critical for ongoing economic reforms. The program also developed business consulting capacity in Montenegro and a private business association to advocate for private sector interests:

- Institute for Strategic Studies and Prognoses (ISSP), established in 1998, is the leading independent economic think tank in Montenegro, serving as an institution to set the agenda for advocating reform; a vehicle to communicate the need for policy changes through economic data, analysis and publications; and a training ground for young economists, analysts, and other experts to understand the elements and analytical requirements for economic transformation and to learn the managerial skills to translate the needs into reform by communicating effectively to government officials, opinion leaders, and the general public. ISSP publishes Montenegro Economic Trends, which is reported to be the best source for information on the Montenegrin economy;
- Center for Entrepreneurship and Economic Development (CEED) undertook several very important projects in order to promote and practically implement in Montenegro the ideas of a free market, entrepreneurship, and private ownership in an open and democratic society and in the rule of law. In international competition CEED won a 2005 Templeton Freedom Award Grant for Institute Excellence and was the runner-up for the prestigious 2005 Templeton Freedom Prize for Free Market Solutions to Poverty with its program "Removing Barriers to Doing Business in Montenegro";
- As Montenegro's premier business association, Montenegro Business Alliance continues to gain membership, while new and renewing members are getting more involved in the activities of the Alliance.

Stimulating Development of the North Program;

September 2008-June 2010, *Funding – \$3.5 million*

USAID agreed to partner with Global Sustainable Tourism Alliance (GSTA) leader to help Northern entrepreneurs benefit from the economic boom along the Adriatic coast and in the capital. The goal was to attract new investment in the undervalued, under-marketed, and under-visited North and encourage the use of Northern products and service providers by coastal tourism entities, while promoting the Northern areas to tourists, who typically do not venture inland.

The program results were:

- Established the Business Support Center in Berane which is currently providing entrepreneurial training and business plan consulting to SMEs;
- Established the Hospitality and Education Center in Pljevlja which is currently providing curriculum based training to 22 full-time students;
- Established the Tourism and Entrepreneurs Center in Bijelo Polje;
- Awarded thirty two small grants to tourism related organizations in two rounds of grant competition;

- Assisted Municipality of Zabljak to produce and install 54 new tourist road signs in the Zabljak region;
- The Montenegro Adventure Series has entered into a formal partnership with the United States Adventure Racing Association.

Community Level Development Program;

April 2002-August 2008, *Funding – \$47.5 million*

USG assistance strengthened local economic growth/job creation and positive opinion of US through the Community Revitalization through Democratic Action program. The CRDA program was the USG's most visible program among Montenegrin citizens. The project energized communities republic-wide into active dialog and partnerships with their local governments, the private sector and neighboring communities to improve the local economic and social environment in their communities.

In FY 2005 the renamed Community Revitalization through Democratic Action - Economy (CRDA-E) project began a transition away from funding social infrastructure projects at the neighborhood level to funding local economic development projects at the community and sub-regional level.

By the end of the program in 2008 CRDA programs, covering all 21 municipalities:

- Identified, designed and carried out approximately 1200 economic and social development projects **valued in excess of \$50 million USD;**
- **Implemented a verity of projects covering such sectors as social, health, education, infrastructure, tourism, agriculture, economic, and environment;**
- **Far exceeded the 25% matching requirement and in fact reached nearly 50%. Of the \$50 million dollars that was used to implement the community level projects, over \$23 million dollars of that amount was provided through in-kind assistance by Montenegrin partners representing ordinary citizens, NGOs, local businesses, Municipal governments and Republic level Ministries. The high level of cooperation and commitment to common goals stands as testament to the value placed by all sides on the project's efforts.**

Good Local Governance Program;

November 1999-March 2006, *Funding – \$19.4 million*

The GLG program worked with the central government on improving its cooperation with local governments and putting in place regulatory structure, operating systems and tools and staff capacity to carry out their new roles under Republic laws and policy to decentralize government and establish local self governments. The Government of Montenegro enacted in 2003 a set of laws as the basic framework for decentralization of financial and political powers and divestment of responsibilities to local governments. While the program helped elaborate, strengthen and implement the policy framework at the Republic level, the principal focus was on activities at the municipal level to implement requirements of those laws, build municipal capacity to assume their increased responsibilities, and to deliver improved services and be more accountable and responsive to citizens and business community. The early terminated program:

- Assisted with establishment of 'one-stop-shop' Citizen Assistance Bureaus in 11 municipalities for citizens and legal entities to obtain personal documents, permits

and other vital documents. The system is now operational in most of the municipalities;

- Supported the introduction of E-government solutions in municipalities – cutting vastly the amount of time needed to accomplish bureaucratic tasks;
- Assisted nineteen of twenty-one municipalities in implementation of the treasury systems;
- Helped introduce the practice of public budget hearings in majority of municipalities – bringing about increased transparency in local government spending and enhanced citizens' oversight on public expenditure.

Costal Development and Environment Activity:

September 2004-July 2006, *Funding – \$12 million*

In late 2003, at the request of the Montenegrin Government, the US Congress earmarked \$12 million for economic development and environmental improvements on the coast of Montenegro. The objective of this earmark was to upgrade selected water/wastewater infrastructure of the coastal region in order to address public health threats, reduce environmental degradation, particularly on shore pollution, and improve basic water and wastewater services vital to the tourism economy identified as the key economic engine.

- Through the completion of a total of 28 water and wastewater improvement projects in the coastal region of Montenegro, an average of 17,000 citizens and tourists have benefited per project from improved water and wastewater service, as well improved environmental conditions, public health and basic, critical infrastructure necessary for the development of tourism;
- Construction and procurement activities generated an estimated short-term income of \$5,5 million and created 9400 person-months of employment;
- Local water utilities reported a 35-65% decrease in the number of days during the peak tourist season during which there were interruptions of an hour or more of drinking-quality water supply, quite a significant improvement given that the demand also increased with the increase in tourists. Furthermore, 35,200 additional tourists were completely supplied with water saved through project activities, including leak detection and repair projects and critical pipeline replacement projects;
- In addition to improved water and wastewater service for thousands of coastal citizens and the direct benefits that construction investments have on a local economy, the 16.8% increase in the number of tourist visits and the 21.8% increase in estimated tourist-related revenue reported by the Ministry of Tourism during the 2005 summer tourist season would not have been possible without adequate, reliable, and much improved basic water and wastewater services.

The American Academy of Environmental Engineers awarded USAID/Montenegro's Coastal Development and Environmental Improvement Project with an Honor Award for Design in its 2006 Environmental Engineering competition, recognizing the project for involving local contractors and employees in implementation.

Montenegro Competitiveness Program:

June 2004-October 2008, *Funding – \$5.4 million*

A full transition of Montenegro to a market-oriented economy required removal of bureaucratic and capacity-related obstacles which limit productivity. In order to improve competitiveness, enterprises needed better tools, including market information, business skills and access to finance. Further gains in competitiveness come from improved compliance with international standards and certifications as well as proper use of modern technologies.

The Montenegro Competitiveness Program engaged with the small and medium sized companies to create more and better paying jobs and achieve broader based prosperity throughout all of Montenegro. MCP provided assistance to agribusiness, wood and tourism sector companies and yielded the following results:

- Several hundred million US\$ in revenue to the Government of Montenegro through the lease of the iconic hotel island of Sveti Stefan to the Singapore bases Aman-Resort (transaction completed in Feb 2006);
- Over US\$ 7 million in expected revenue from Montenegro's first exhibition at the premier meetings and convention show IMEX in Frankfurt, April 07;
- Over US\$ 4 million in agribusiness exports as a result of improved and expanded organization and industry-wide access to both domestic and foreign export markets through enhancement to operations, manufacturing, and overall product quality; export of furniture and fruit juice;
- In May 2007, 12 Montenegrin agribusiness companies took part at the Agriculture Trade Show in Novi Sad. The participating companies received over 150 quality awards for their products;
- Over 20 companies HACCP certified;
- 100% sales increase and 141% export growth in client wood processing companies.

Montenegro Civil Society and Advocacy Program;

January 2002-Feb 2010, Funding – \$7.7 million

USAID succeeded in building the capacity of a core group of civil society organizations to advocate successfully for legislative change on behalf of their constituents. Our NGO partners secured an influential position at the policy making table, succeeding to amend, adopt, or change more than 50 key pieces of reform legislation. Our program has also been successful in establishing internationally recognized standards of NGO governance, financial and organizational management within the civil society sector in Montenegro. Civil Society sector has grown to become an important partner to the Government in the overall social, economic and democratic transition:

Some of the key benefits of continued civil society support are:

- Civil society sector plays much greater role in Montenegrin political life by channeling its influence into the policy decision-making throughout the corridors of government;
- Local level organizations are getting stronger in numbers and capacity to address and pursue different issues and topics important to the local population with the municipal governances;
- Dedicated NGOs that make it more difficult for top level, institutional corruption to thrive, through sustained watchdog and public media pressure on authorities to increase their prosecution of corruption cases and enforcement of anti-corruption legislation;

- Change of personal modes of behavior within the society through a mass scale education effort, mobilizing citizens to be active in changing their own corrupt behavior and in reporting cases of corruption individual citizens.

Anti-Trafficking Program;

September 2002-March 2006, Funding – \$400,000

According to the U.S. State Department's *Trafficking in Persons Report 2010*, Montenegro was primarily a transit, source and destination country for men, women and girls. The Government of Montenegro is currently placed on the US State Department's Tier 2 List because it did not investigate and aggressively prosecute sex trafficking and labor trafficking crimes in Montenegro, or convict and sentence trafficking.

USAID program assisted with strengthening and advancing the first counter-trafficking strategy of the Government of Montenegro. Under the Strategy, the Government took responsibility for providing shelter facilities for victims of trafficking in Montenegro. The program equipped a local NGO with the capacity to play an effective role in providing shelter assistance to victims within an overarching sustainable counter-trafficking mechanism that carried out systematic coordinated inter-agency responses by local NGOs, the police, Montenegrin National Counter-trafficking Coordinator, various ministries and authorities, implementing international organizations like the IOM and donors such as USAID and OSCE. The results of the program can be measures in terms of:

- Over the period September 1, 2002 to March 31, 2005, IOM Podgorica assisted 21 victims of trafficking, 10 of whom were foreign victims;
- Despite initial funding difficulties the government continued to fund a trafficking victim shelter and covered the costs of the NGO's provision of psychological care, legal aid, and vocational training to victims;
- The government improved its implementation of a formal victim referral mechanism, evident in its referral of an increased number of potential sex trafficking victims for care in 2009 (13), compared with only two referred in 2008;
- In February 2010, the national anti trafficking coordinator, in coordination with OSCE organized a regional conference of national coordinators in the Balkans;
- Within the framework of the Victim's Protection Program, awareness among the female youth about: (a) the realities of irregular migration; (b) the risks of trafficking; (c) and the assistance and support available for victims in Montenegro; remains a permanent preventive activity.

Independent Media Program;

July 2001-October 2005, Funding – \$4 million

Montenegro Independent Media Program primarily focused on developing capacity and sustainability for independent media to provide citizens with objective, balanced, and fact-based information. The Montenegro Independent Media program worked to develop the skills and capacity of independent Montenegrin media outlets, enabling them to offer a professional product and become financially sustainable. This included the development of supporting institutions such as the Montenegro Media Institute (MMI) for training and the Union of Independent Electronic Media (UNEM) for the protection and promotion of the

rights of independent broadcasters. Program achievement can be measured in following terms:

- Developed supporting institutions such as UNEM, Mont press and Association of Young Journalists to serve as an effective representative of the interests of independent broadcasters;
- UNEM successfully supported the efforts of its members to fight against the high prices for infrastructure maintenance imposed upon broadcasters by the Broadcasting Center;
- Assisted with the development of democratic media laws on broadcasting regulations, access to information, and the decriminalization of libel;
- Assisted with finalization of the legal and regulatory framework for the reform of the public broadcaster RTCG;
- Professionalized news agency MINA provided quality news and information to media, business and international community. In 2005 MINA successfully realized project of establishing the first independent news Agency in Iraq called National Iraq Agency.

Trade Union Strategy Program;
September 2002-July 2005, *Funding – \$1 million*

The program strengthened capacity of trade unions to participate in the development of a democratic civil society and transition to a market economy. Trade Unions and other partners were encouraged to support more effective and meaningful interaction among Montenegrin social partners and to establish a genuine social dialogue that will help Montenegro reform its economic system and move the republic more quickly along the path of development. An effective social dialogue process in Montenegro was not only an essential component of the economic reform process, but also an important method of conflict prevention during the process of economic reconstruction and privatization.

Program results can be measured in terms that:

- Labor organizations are now open, promote participation in the labor movement, and have a more informed labor movement membership;
- Labor union role in the economic reform process and privatization of the economy was strengthened via the establishment of the local Economic and Social Councils (ESC's) and introduction of the social dialogue process at the national and sectoral level;
- Development of women union members in leadership positions, and greater youth involvement in union activities.